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SPECIAL INVESTIGATION OF  
EMPLOYMENT SERVICES  
FOR MINORITY YOUTH IN BAY AREA







A STAFF REPORT ON

SPECIAL INVESTIGATION OF  
EMPLOYMENT SERVICES  
FOR MINORITY YOUTH IN BAY AREA


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## SUMMARY

### Problem

This special investigation was focused on the employment services available to minority youths, age 14-21, in nine high risk localities (target areas) in the Bay Area (Table 1, Appendix B). The basic questions were related to the efforts being made to:

1. develop job openings;
2. train and/or educate this group to fill these openings;
3. place them in jobs;
4. follow-up on the retention of the placement.

### Method

A questionnaire (Appendix A) was developed and administered to 46 agencies by telephone and field visits, and, of these, 33 had programs related to the target areas (Table 2, Appendix B). Additional field visits (27) were made in the five counties of the Bay Area to central agencies charged with the administration of program funding and presumably the gathering of data related to program, e.g., U.S. Department of Labor, U.S. Department of Health, Education and Welfare (Region IX), Community Action Programs of Economic Opportunity Councils, California State Employment Service, County Departments of Social Service, Unified School Districts, and city administrative offices. Generally, it was not possible to use the questionnaire with these agencies in terms of program specifics but some general statements concerning problems of coordination and communication as well as information concerning funding were obtained.





## Findings

In general the findings are that there is presently in the Bay Area a tremendous and complex effort focused upon the problems outlined for this investigation. Data gathered from 33 agencies and programs working most directly with the target areas show that the client population being seen in any given month, 7,584, is approximately equal to the estimated population at risk, 7,300 (Table 1, Appendix B). Additional data show that a total of 136 agencies and programs are known to be active in the Bay Area and an additional 50 to 60 estimated. Actual annual budgets in the amount of 43 million dollars are known to exist for 34 programs, and the total annual figure for the Bay Area is estimated at 75 to 100 million dollars.

These data suggest that the problem is - or should be - well in hand. The data from the 33 agencies referred to above reinforce the impression since they indicate that:

1. In any given month 7,584 clients are seen, and this is in excess of the client population in the target areas.
2. Jobs are found for 2,386 clients (31% of those seen).

If this is accepted as "success" then the problem is - or shortly should be - solved. A third dimension, however, is the question of retention of employment. Here the data show that only 285 clients (4% of those seen) retain their jobs. This suggests that the coverage of client population is achieved on a revolving door basis as the client is seen, placed, loses placement, and returns to be seen again. Thus, there appears to be a holding action that is temporary in character, may generate a degree of cynicism, and ultimately reinforce a sense of failure.





Staff posture was that the question of "success" or "failure" was linked to maintenance of clients on the job. However, the efforts to pursue this question were severely limited by a lack of program information relating to results in terms of maintenance of client on the job.

This gap appears to occur because:

1. basic information is generally not available and there is a marked failure in communication on an intra- and inter-agency basis;
2. program and agency relationships are complex, frequently involving four levels of government and extending to encompass 20 to 30 agencies in the Bay Area (Appendix C);
3. funding agents and administrators have failed to see the need for evaluation as a means of determining the most effective use of the service dollar and, therefore, program budgets have not provided for evaluative components.

The problems outlined above have resulted in a failure to:

1. define the population at risk;
2. define and standardize the data to be gathered;
3. develop a system of gathering, correlating, storing and retrieving data.

The report which follows develops and specifies the material summarized above.





R E P O R T





### Statement of Problem

The basic question to which this report is addressed is: What services currently exist in the Bay Area that lead to the employment of minority, school drop out, basically unmotivated youth between the ages of 14 and 21?

Related to this are the questions concerning specific services available such as:

1. Recruiting of youth
2. Training for employment
3. Basic education related to employment
4. Referral and placement
5. Maintenance of youth in placement
6. Communication between services involved in the same or related activities
7. Funding resources for services
8. Types of agencies participating, e.g., federal, state and local, public or private

### Method

To conserve time it was decided by staff that the initial focus would be upon those communities in the Bay Area that appear to be at highest risk in terms of:

1. Nonwhite populations within the age range being considered
2. Estimated high unemployment rates
3. Potential for civil disturbance





4. Presence of agencies and projects focused upon the problems in question.

Table 1 (Appendix B) outlines the communities and their combined characteristics in broad dimensions related to the first three elements in question. In order to explore the services available in these areas the staff used the Bay Area Directory of Health and Welfare Services to develop a list of agencies that included, as one of their functions, the provision of employment services. This provided a total of 165 agencies in the five Bay Area counties and a subsequent refining of the listing reduced this to 46 agencies that were physically located in or near the high risk communities or served them on a regional basis.

Simultaneously a questionnaire was developed that was calculated to determine the range of services, e.g., recruiting, training, referral, and placement made available by these agencies to minority youth between the ages of 14 - 21. (Appendix A)

Table 2 (Appendix B) recapitulates the responses of these agencies by counties and region on the basis of actual program. Table 3 (Appendix B) provides a breakdown of the percentage of the client population drawn from high risk areas. Table 4 (Appendix B) recapitulates agencies (33) contacted serving in the high risk areas and the range of programs both as to type and number (112). Tables 5 through 10 (Appendix B) provide service statistics by county or region, the number of agencies involved, and the number of programs offered during a one month period. These six tables (5 through 10) are recapitulated in Table 11 (Appendix B). The data





present a somewhat depressing picture of the effectiveness of the programs reviewed. The total client population - seen in terms of training, referral, and placement - was 7,584; actual placements were 2,386; (31%) and 285 (4%) were retained on the job.

The situation that emerges is that the total client population seen, when compared with the total estimated for this age group in the high risk areas (7,300 per Table 1) suggests that the programs are reaching this group effectively. However, since these program data cover a one month period the actual numbers become questionable since they raise the possibility that many of the clients are engaged in a kind of "revolving door" process in which they apply, are placed, and then leave to begin the process again. This is conjecture since the investigation could not, because of the limitations of time, inquire on the basis of the individual client but had to rely on the gross data presented. However, if it is assumed (and none of the programs contacted define the term) that "retained" means not less than one month nor more than three months, (and these are traditional cutting points for many research endeavors) the "success" factor, of four percent is not reassuring in terms of the overall effectiveness of these types of programs.

The investigation also focused upon budgetary information provided by another group of agencies similarly focused but not included in the original investigation of job development, training, and placement activities. These data are not available for tabular presentation but the basic documents are being retained on file and the details are given



here in narrative form:

Information, primarily through field visits in the five counties, was obtained from an additional 103 agencies or projects. The basic documents obtained were in the nature of periodic reporting either to funding agencies or to parent administrative bodies. From these reports it was possible to develop cost data for twelve month periods for 60 programs and agencies operating during 1966-1967.

Thirty-four of the programs were in Alameda County and budgeted at \$35,000,000; fifteen in Contra Costa were budgeted at \$2,000,000; and eleven in San Francisco were budgeted at \$6,000,000. The total cost of these programs, then was \$43,000,000 annually. These were separately funded programs and were not included in the regular budgets of established governmental or private agencies, e.g., a \$400,000 training program in the regular budget of the San Francisco Unified School District, similar items included in school districts of the four other counties, and regularly budgeted programs for youth carried out by the California State Employment Service. It does include an item of \$12,500,000 for a program (Economic Opportunities Act funding) at Litton Industries in Alameda, a Concentrated Employment Program (Economic Opportunities Act funding) in San Francisco and a similar one in Oakland each budgeted at \$4,000,000.

On the basis of the above information, and remembering that the investigation has barely scratched the surface of this type of program activity, a conservative estimate of the total number of employment pro-





grams currently focused upon this quite restricted problem area would be in the range of 175 to 200 and the cost estimate at between \$75,000,000 and \$100,000,000 annually for the five county area.

Another dimension that is involved in attempting to outline the scope and complexity of the service function being reviewed is the funding patterns themselves and the levels of government involved in the majority of these programs.

Table 12 (Appendix B) indicates for the 33 agencies reviewed through questionnaires that 54 funding sources were involved with federal resources being involved in two-thirds of the programs.

These data suggest that, at a minimum, it could be anticipated that a full scale review of this problem would require involvement with basic governmental levels, e.g., federal, state, county, and city as well as their regional divisions and subdivisions. The schematic presentation (Appendix C) is an oversimplification of this problem but spells out the potential (in this instance 30 possible relationships) that quite conceivably would need to be explored with a given program in all of its ramifications.

Further complicating the problem is an apparent lack of communication, coordination, and evaluation both intra and inter program. This creates, as its final result, a condition in which there is a complex network of agencies and programs focused upon a population at risk in terms of employability but in general failing to: 1. clearly define this population; 2. generate, gather, and collate comparable data; and





3. develop a consistent pattern of follow-up on job placements so that some basic evaluation in terms of "success" or "failure" is possible.

The criticisms outlined above are not applicable to all agencies and programs. There are exceptions but unfortunately these exceptions only serve to emphasize problems rather than to provide reassurance concerning overall effectiveness.



## A P P E N D I C E S





## BAY AREA SOCIAL PLANNING COUNCIL

PREPAREDNESS-PREVENTION PROGRAM SCHEDULE

NAME OF AGENCY \_\_\_\_\_ TELEPHONE \_\_\_\_\_

CONTACT PERSON \_\_\_\_\_ DATE \_\_\_\_\_

COUNTY OR AREA SERVED \_\_\_\_\_

- I. Do you have a program or programs designed to help dropouts between the ages of 14 and 21 to find permanent employment? Yes \_\_\_\_\_ No \_\_\_\_\_

- II. A. Does any of your client population come from the following areas?  
If YES (Item 1 above)

<u>YES</u>	<u>NO</u>	<u>AREA</u>	<u>PERCENT</u>
_____	_____	Hunters Point-Bay View	_____
_____	_____	West Oakland	_____
_____	_____	East Oakland	_____
_____	_____	North Richmond	_____
_____	_____	Pittsburg	_____
_____	_____	Marin City	_____
_____	_____	East Palo Alto	_____
_____	_____	Fillmore	_____
_____	_____	West Berkeley	_____

- B. FOR THOSE AREAS MARKED YES, what percent of client population comes from the area? (IF LESS THAN 25% OF CLIENT POPULATION COMES FROM THE ABOVE AREAS, PROCEED TO QUESTION VIII).  
(Item 1 above)

- III. If YES, what kind of program or programs? (Check category or categories which best describes program(s))

_____ Recruitment services	_____ Training (classroom method)
_____ Referral services	_____ Training (basic education)
_____ Training (OJT)	_____ Placement services
_____ Other (specify)	_____ Job development

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_





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- IV. Do you keep statistics on the volume of service for this program or these programs? Yes \_\_\_\_\_ No \_\_\_\_\_

(If NO, proceed to question VI)

If YES:

- V. What is the period covered by the report? (e.g., monthly, quarterly, semi-annually)? \_\_\_\_\_

(Probe for specific details of program utilizing just the applicable category of questions - if information is unobtainable proceed to question VI)

#### A. RECRUITMENT

1. Source of recruitment \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. Number recruited, based on calendar period of report \_\_\_\_\_  
Outcome of those recruited:
3. Number placed in jobs \_\_\_\_\_
4. Number referred to jobs \_\_\_\_\_
- \*5. Number retained on job \_\_\_\_\_
6. Do you have working relations with other agencies in the performance of your recruitment program? Yes \_\_\_\_\_ No \_\_\_\_\_
7. If YES, how many such agencies? \_\_\_\_\_
8. Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

#### B. TRAINING (OJT OR CLASSROOM METHOD)

1. Number in training program based on calendar period of report \_\_\_\_\_
2. Number completing training program \_\_\_\_\_
3. Number employed after training \_\_\_\_\_
- \*4. Number retained on job \_\_\_\_\_

\* Based on follow-up statistics for a given period of time.



5. Do you have working relations with other agencies in the performance of your training program? Yes \_\_\_\_\_ No \_\_\_\_\_

6. If YES, how many such agencies? \_\_\_\_\_

7. Comments: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

### C. TRAINING (BASIC EDUCATION)

1. Number in program, based on calendar period of report \_\_\_\_\_

2. Number completing program \_\_\_\_\_

3. Do you have working relations with other agencies in the performance of your training program? Yes \_\_\_\_\_ No \_\_\_\_\_

4. If YES, how many such agencies? \_\_\_\_\_

5. Comments: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

### D. PLACEMENT

1. Number registered for job placement, based on calendar period of report \_\_\_\_\_

2. Number placed in jobs \_\_\_\_\_

\*3. Number retained on job \_\_\_\_\_

4. Do you have working relations with other agencies in the performance of your placement program? Yes \_\_\_\_\_ No \_\_\_\_\_

5. If YES, how many such agencies? \_\_\_\_\_

6. Comments: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

### E. REFERRAL

1. Number registered for referrals based on calendar period of report \_\_\_\_\_

\* Based on follow-up statistics for a given period of time.





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2. Number referred \_\_\_\_\_  
Outcome of those referred:
3. Number placed in jobs \_\_\_\_\_
4. Number placed in training programs \_\_\_\_\_
- \*5. Number retained on job \_\_\_\_\_
6. Do you have working relations with other agencies in the performance of your referral program? Yes \_\_\_\_\_ No \_\_\_\_\_
7. If YES, how many such agencies? \_\_\_\_\_
8. Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

F. JOB DEVELOPMENT

1. Number of positions developed based on calendar period of report \_\_\_\_\_
2. Number required to fill these positions \_\_\_\_\_
3. How are job positions communicated to these youngsters so they will apply?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. Do you have working relations with other agencies in the performance of your development program? Yes \_\_\_\_\_ No \_\_\_\_\_
5. If YES, how many such agencies? \_\_\_\_\_
6. Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\* Based on follow-up statistics for a given period of time.

Number of positions developed

Number of positions required to fill

How are job positions communicated to these youngsters so they will apply?

Number of positions developed based on calendar period of report

Number required to fill these positions

How are job positions communicated to these youngsters so they will apply?

Do you have working relations with other agencies in the performance of your development program? Yes No

#### F. JOB DEVELOPMENT

1. Number of positions developed based on calendar period of report

2. Number required to fill these positions

3. How are job positions communicated to these youngsters so they will apply?

4. Do you have working relations with other agencies in the performance of your development program? Yes No

5. If YES, how many such agencies?

\* Based on follow-up statistics for a given period of time.

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VI. What is your source of funding for this program or these programs?

\_\_\_\_\_ Federal

\_\_\_\_\_ Foundation

\_\_\_\_\_ State

\_\_\_\_\_ UBAC

\_\_\_\_\_ County

\_\_\_\_\_ Other voluntary

\_\_\_\_\_ City

\_\_\_\_\_ OEO

\_\_\_\_\_ Other (specify)

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VII. What is the period of funding? \_\_\_\_\_

VIII. Do you know of any other agencies which serve the nine areas as given?

Yes \_\_\_\_\_ No \_\_\_\_\_ (If YES, list agencies) \_\_\_\_\_

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\_\_\_\_\_  
Interviewer's Signature





TABLE 1

UNEMPLOYMENT ESTIMATES OF NON-WHITE POPULATION 14 TO 21, BY SEX,  
FOR SELECTED COMMUNITIES /1 WITHIN THE FIVE BAY AREA COUNTIES:  
1966

SEX	TOTAL	IN SCHOOL	EMPLOYED	UNEMPLOYED
TOTAL	37,300	4,600	25,400	7,300
Male	20,500	2,600	14,300	3,600
Female	16,800	2,000	11,100	3,700

/1 Selected communities by county were as follows:

A. Alameda

West Berkeley  
East Oakland  
West Oakland

C. Marin

Marin City

D. San Mateo

East Palo Alto

B. Contra Costa

North Richmond  
Pittsburg

E. San Francisco

Fillmore  
Hunters Point-Bayview

Source: All computations based on total non-white population of 398,000, and:

1. California Health, California State Department of Public Health Vol. 23, No. 3. September 1965, Berkeley, California.
2. California Statistical Abstract, California Documents Section, 1966, Sacramento, California.
3. Preliminary Regional Plan, Population Projections 1960-1990, Association of Bay Area Governments, 1966, Berkeley, California.
4. Statistical Abstracts of the United States, 1964, U.S. Department of Commerce, 1964, Washington, D.C.



TABLE 2

NUMBER OF AGENCIES CONTACTED HAVING OR NOT HAVING  
A PROGRAM DESIGNED TO HELP DROPOUTS BETWEEN THE  
AGES OF 14 AND 21 TO FIND PERMANENT EMPLOYMENT BY  
FIVE COUNTIES, AND ENTIRE BAY AREA

COUNTIES AND BAY AREA	TOTAL	PROGRAM	NO PROGRAM
TOTAL	46	33	13
Alameda	9	4	5
Contra Costa	7	7	0
Marin	11	11	0
San Mateo	3	2	1
San Francisco	10	5	5
Entire Bay Area	6	4	2





TABLE 3  
PERCENTAGE OF CLIENT POPULATION COMING FROM NINE TARGET AREAS BY AGENCIES HAVING PROGRAMS  
DESIGNED TO HELP DROPOUTS BETWEEN THE AGES OF 14 AND 21 TO FIND PERMANENT EMPLOYMENT

Thirty-Three Agencies Contacted Having Programs for Dropouts	Hunters- Point Bayview	Fillmore	West Oakland	East Oakland	West Berkeley	North Richmond	Pittsburg	Marin /1 City	East Palo Alto	All/2 Areas
Total agencies contacted in areas	5	5	4	3	0	6	5	11	2	4
Department of Social Services	+25	+25								
EOC - Concentrated Employment Program	+25	+25								
Youth for Service Project	30	30								
Bay Area Maintenance Training	50	50								
O.J.T. Project	25	25								
Stiles Hall (YMCA)			75							
New Careers Program (Merritt College)			50	50						
Oakland Neighborhood Youth Corps			29	27						
Opportunities Industrialization Ctr.			25	25						
Concentrated Service Project -CSES							90			
CSES-J.U.P. (Contra Costa County)						90				
Urban League (C.S.P.-Contra Costa)						50	50			
Dept. of Education-Contra Costa						40	60			
Contra Costa NYC (Dpt. of Education)						39	27			
Neighborhood Youth Corps						60	40			
Neighborhood House-North Richmond						100				
CSES (Marin County)								-		
NYC (Marin County)								-		
Dept. of Vocational Rehabilitation								-		
TAM High School District								-		
Novato Unified School District								-		
San Rafael High School District								-		
College of Marin								-		
Hamilton Air Force Base								-		
STEP Project								-		
Division of Apprenticeship Standards								-		
Marin County EOC								45		
San Mateo Human Resources Commission									75	
Bayshore Employment Service									60	
Nat'l Conference-Christians & Jews										-
Mt. Zion Hospital & Medical Center										-
Bay Area Educational Clearing House										-
Bay Area Urban League										-

1/ Data from Marin Human Rights Commission was County-wide in all but one program.

2/ Four programs serve all 9 target areas. Client population by target areas not available.



TABLE 4

NUMBER AND KINDS OF PROGRAMS PROVIDED BY THIRTY-  
THREE AGENCIES SERVING DROPOUTS BETWEEN THE AGES  
OF 14 AND 21 BY FIVE COUNTIES AND ENTIRE BAY AREA

KINDS OF PROGRAMS	TOTAL	ALAMEDA	CONTRA COSTA	MARIN	SAN MATEO	SAN FRANCISCO	ENTIRE BAY AREA
Total number of Agencies serving areas	33	4	7	11	2	5*	4
Referral services	20	1	7	5	1	4	2
Training (OJT)	20	2	4	8	0	4	2
Training (classroom method)	13	2	3	5	0	2	1
Training (basic education)	18	4	4	7	1	2	0
Placement services	17	2	5	3	1	4	2
Job development	18	2	5	2	2	4	3
Counseling	6	0	0	4	1	1	0

\* One agency had no information available as to program.



TABLE 5

APPENDIX B  
(continued)

THREE TYPES OF TRAINING PROGRAMS; REFERRAL, PLACEMENT, AND JOB DEVELOPMENT PROGRAMS FOR THE FOUR AGENCIES SERVING ALAMEDA COUNTY SHOWING NUMBER OF AGENCIES HAVING THESE PROGRAMS AND NUMBER OF INDIVIDUALS BEING SERVED BASED ON A PERIOD OF ONE MONTH'S SERVICE

	TOTAL	AGENCIES			
		1	2	3	4
REFERRALS					
Total agencies having program	1	0	0	1	0
Registered	20	-	-	20	-
Referred	20	-	-	20	-
Outcome - placed in jobs	10	-	-	10	-
- placed in training programs	3	-	-	3	-
- retained on job	NR	-	-	NR	-
PLACEMENT					
Total agencies having program	2	0	0	1	1
Registered	490	-	-	250	240
Placed in jobs	384	-	-	250	134
Retained on job	110	-	-	NR	110
JOB DEVELOPMENT					
Total agencies having program	2	0	0	1	1
Required to fill positions	12	-	-	12	NR
TRAINING (OJT)					
Total agencies having program	2	0	0	1	1
In training program	40	-	-	40	NR
Completing program	20	-	-	20	NR
Employed after training	15	-	-	15	NR
Retained on job	NR	-	-	NR	NR
TRAINING (Classroom Method)					
Total agencies having program	2	0	1	0	1
In training program	256	-	NR	-	256
Completing program	241	-	NR	-	241
Employed after training	134	-	NR	-	134
Retained on job	110	-	NR	-	110
TRAINING (Basic Education)					
Total agencies having program	4	1	1	1	1
In program	290	NR	NR	550	140
Completing program	NR	NR	NR	NR	NR





TABLE 6

THREE TYPES OF TRAINING PROGRAMS; REFERRAL, PLACEMENT, AND JOB DEVELOPMENT PROGRAMS FOR THE SEVEN AGENCIES SERVING CONTRA COSTA COUNTY SHOWING NUMBER OF AGENCIES HAVING THESE PROGRAMS AND NUMBER OF INDIVIDUALS BEING SERVED BASED ON A PERIOD OF ONE MONTH'S SERVICE

	TOTAL	AGENCIES						
		1	2	3	4	5	6	7
REFERRALS								
Total agencies having program	7	1	1	1	1	1	1	1
Registered	728	602	NR	14	40	29	3	NR
Referred	678	602	NR	14	30	29	3	NR
Outcome - placed in jobs	214	192	NR	8	12	NR	2	NR
- placed in training programs	21	14	NR	2	4	NR	1	NR
- retained on job	8	NR	NR	8	NR	NR	NR	NR
PLACEMENT								
Total agencies having program	5	1	1	1	1	1	0	0
Registered	1,907	719	1,000	100	25	63	-	-
Placed in jobs	389	192	121	12	12	52	-	-
Retained on job	12	NR	NR	12	NR	NR	-	-
JOB DEVELOPMENT								
Total agencies having program	5	1	1	1	0	1	0	1
Required to fill positions	7	5	NR	2	-	NR	-	NR
TRAINING (OJT)								
Total agencies having program	4	0	1	1	1	0	1	0
In training program	28	-	NR	2	6	-	20	-
Completing program	17	-	NR	NR	6	-	11	-
Employed after training	11	-	NR	NR	4	-	7	-
Retained on job	NR	-	NR	NR	NR	-	3	-
TRAINING (Classroom Method)								
Total agencies having program	3	0	1	0	1	0	1	0
In training program	45	-	45	-	NR	-	NR	-
Completing program	NR	-	NR	-	NR	-	NR	-
Employed after training	NR	-	NR	-	NR	-	NR	-
Retained on job	NR	-	NR	-	NR	-	NR	-
TRAINING (Basic Education)								
Total agencies having program	4	1	1	0	0	1	1	0
In program	108	30	NR	-	-	50	28	-
Completing program	28	NR	NR	-	-	NR	28	-



TABLE 7

THREE TYPES OF TRAINING PROGRAMS; REFERRAL, PLACEMENT, AND JOB DEVELOPMENT PROGRAMS FOR THE TWO AGENCIES SERVING SAN MATEO COUNTY SHOWING NUMBER OF AGENCIES HAVING THESE PROGRAMS AND NUMBER OF INDIVIDUALS BEING SERVED BASED ON A PERIOD OF ONE MONTH'S SERVICE

	TOTAL	AGENCIES	
		1	2
REFERRALS			
Total agencies having program	1	0	1
Registered	244	-	244
Referred	244	-	244
Outcome - placed in jobs	41	-	41
- placed in training programs	10	-	10
- retained on job	10	-	10
PLACEMENT			
Total agencies having program	1	1	0
Registered	234	234	-
Placed in jobs	85	85	-
Retained on job	NR	NR	-
JOB DEVELOPMENT			
Total agencies having program	2	1	1
Required to fill positions	170	85	85
TRAINING (OJT)			
Total agencies having program	0	-	-
In training program	-	-	-
Completing program	-	-	-
Employed after training	-	-	-
Retained on job	-	-	-
TRAINING (Classroom Method)			
Total agencies having program	0	-	-
In training program	-	-	-
Completing program	-	-	-
Employed after training	-	-	-
Retained on job	-	-	-
TRAINING (Basic Education)			
Total agencies having program	1	1	0
In program	NR	NR	-
Completing program	NR	NR	-



TABLE 8

THREE TYPES OF TRAINING PROGRAMS; REFERRAL, PLACEMENT, AND JOB DEVELOPMENT PROGRAMS FOR THE FIVE AGENCIES SERVING SAN FRANCISCO COUNTY SHOWING NUMBER OF AGENCIES HAVING THESE PROGRAMS AND NUMBER OF INDIVIDUALS BEING SERVED BASED ON A PERIOD OF ONE MONTH'S SERVICE

	TOTAL	AGENCIES				
		1*	2	3	4	5
REFERRALS						
Total agencies having program	4	-	1	1	1	1
Registered	95		NR	70	NR	25
Referred	95		NR	70	NR	25
Outcome - placed in jobs	NR		NR	70	NR	25
- placed in training programs	NR		NR	70	NR	25
- retained on job	NR		NR	70	NR	25
PLACEMENT						
Total agencies having program	4	-	1	1	1	1
Registered	788		88	700	NR	NR
Placed in jobs	350		50	300	NR	NR
Retained on job	NR		NR	NR	NR	NR
JOB DEVELOPMENT						
Total agencies having program	4	-	1	1	1	1
Required to fill positions	184		97	35	27	25
TRAINING (OJT)						
Total agencies having program	4	-	1	1	1	1
In training program	196		NR	140	36	20
Completing program	47		NR	NR	32	15
Employed after training	37		NR	NR	27	10
Retained on job	27		NR	NR	22	5
TRAINING (Classroom Method)						
Total agencies having program	2	-	1	1	0	0
In training program	NR		NR	NR	-	-
Completing program	NR		NR	NR	-	-
Employed after training	NR		NR	NR	-	-
Retained on job	NR		NR	NR	-	-
TRAINING (Basic Education)						
Total agencies having program	2	-	1	1	0	0
In program	54		30	24	-	-
Completing program	-		NR	-	-	-

\* No information.





TABLE 9

THREE TYPES OF TRAINING PROGRAMS; REFERRAL, PLACEMENT, AND JOB DEVELOPMENT PROGRAMS FOR THE ELEVEN AGENCIES SERVING MARIN COUNTY SHOWING NUMBER OF AGENCIES HAVING THESE PROGRAMS AND NUMBER OF INDIVIDUALS BEING SERVED BASED ON A PERIOD OF ONE MONTH'S SERVICE

	TOTAL	AGENCIES										
		1	2	3	4	5	6	7	8	9	10	11
REFERRALS												
Total agencies having program	5	1	1	0	1	0	0	0	1	0	0	1
Registered	351	343	7	-	1	-	-	-	NR	-	-	NR
Referred	350	343	7	-	NR	-	-	-	NR	-	-	NR
Outcome:												
placed in jobs	NR	NR	NR	-	NR	-	-	-	NR	-	-	NR
placed in training programs	NR	NR	NR	-	NR	-	-	-	NR	-	-	NR
retained on job	NR	NR	NR	-	NR	-	-	-	NR	-	-	NR
PLACEMENT												
Total agencies having program	3	1	1	0	1	0	0	0	0	0	0	0
Registered	584	492	23	-	69	-	-	-	-	-	-	-
Placed in jobs	584	492	23	-	69	-	-	-	-	-	-	-
Retained on job	NR	NR	NR	-	NR	-	-	-	-	-	-	-
JOB DEVELOPMENT												
Total Agencies having program	2	0	1	0	1	0	0	0	0	0	0	0
Required to fill positions	NR	-	NR	-	NR	-	-	-	-	-	-	-
TRAINING (OJT)												
Total agencies having program	8	1	0	1	1	1	1	0	1	1	1	0
In training program	92	NR	-	75	NR	NR	NR	-	NR	15	2	-
Completing program	17	NR	-	NR	NR	NR	NR	-	NR	15	2	-
Employed after training	NR	NR	-	NR	NR	NR	NR	-	NR	NR	NR	-
Retained on job	NR	NR	-	NR	NR	NR	NR	-	NR	NR	NR	-
TRAINING (Classroom Method)												
Total agencies having program	5	1	0	0	0	1	0	1	0	1	0	1
In training program	35	NR	-	-	-	NR	-	NR	-	NR	-	35
Completing program	35	NR	-	-	-	NR	-	NR	-	NR	-	35
Employed after training	35	NR	-	-	-	NR	-	NR	-	NR	-	35
Retained on job	NR	NR	-	-	-	NR	-	NR	-	NR	-	NR
TRAINING (Basic Education)												
Total agencies having program	7	1	1	0	1	1	1	1	0	0	0	1
In program	NR	NR	NR	-	NR	NR	NR	NR	-	-	-	37
Completing program	NR	NR	NR	-	NR	NR	NR	NR	-	-	-	NR



TABLE 10

THREE TYPES OF TRAINING PROGRAMS; REFERRAL, PLACEMENT, AND JOB DEVELOPMENT PROGRAMS FOR THE FOUR AGENCIES SERVING ALL FIVE COUNTIES IN THE BAY AREA SHOWING NUMBER OF AGENCIES HAVING THESE PROGRAMS AND NUMBER OF INDIVIDUALS BEING SERVED BASED ON A PERIOD OF ONE MONTH'S SERVICE

	TOTAL	AGENCIES			
		1	2	3	4
REFERRALS					
Total agencies having program	2	0	0	1	1
Registered	657	-	-	56	601
Referred	657	-	-	56	601
Outcome- placed in jobs	NR	-	-	NR	NR
- placed in training programs	NR	-	-	NR	NR
- retained on job	NR	-	-	NR	NR
PLACEMENT					
Total agencies having program	2	0	1	0	1
Registered	33	-	NR	-	33
Placed in jobs	33	-	NR	-	33
Retained on job	NR	-	NR	-	NR
JOB DEVELOPMENT					
Total agencies having program	3	1	1	0	1
Required to fill positions	NR	NR	NR	-	NR
TRAINING (OJT)					
Total agencies having program	2	0	1	0	1
In training Program	52	-	10	-	42
Completing program	48	-	8	-	40
Employed after training	38	-	8	-	30
Retained on job	8	-	8	-	NR
TRAINING (Classroom Method)					
Total agencies having program	1	0	1	0	0
In Training program	NR	-	NR	-	-
Completing program	NR	-	NR	-	-
Employed after training	NR	-	NR	-	-
Retained on job	NR	-	NR	-	-
TRAINING (Basic Education)					
Total agencies having program	0	-	-	-	-
In program	-	-	-	-	-
Completing program	-	-	-	-	-



TABLE 11

THREE TYPES OF TRAINING PROGRAMS, REFERRAL, PLACEMENT, AND JOB DEVELOPMENT PROGRAMS FOR THE THIRTY-THREE AGENCIES CONTACTED IN THE FIVE BAY AREA COUNTIES SHOWING NUMBER OF AGENCIES HAVING THESE PROGRAMS AND NUMBER OF INDIVIDUALS BEING SERVED BASED ON A PERIOD OF ONE MONTH'S SERVICE, BY COUNTY

	TOTAL	ALAMEDA	CONTRA COSTA	MARIN	SAN MATEO	SAN FRANCISCO	ENTIRE AREA
Agencies contacted	33	4	7	11	2	5	4
REFERRALS							
Total agencies having program	20	1	7	5	1	4	2
Registered	2,095	20	728	351	244	95	657
Referred	2,044	20	678	350	244	95	657
Outcome:							
placed in jobs	265	10	214	NR	41	NR	NR
placed in training programs	34	3	21	NR	10	NR	NR
retained on job	18	NR	8	NR	10	NR	NR
PLACEMENT							
Total agencies having program	17	2	5	3	1	4	2
Registered	4,036	490	1,907	584	234	788	33
Placed in jobs	1,825	384	389	584	85	350	33
Retained on job	122	110	12	NR	NR	NR	NR
JOB DEVELOPMENT							
Total agencies having program	18	2	5	2	2	4	3
Required to fill positions	373	12	7	NR	170	184	NR
TRAINING (OJT)							
Total agencies having program	20	2	4	8	0	4	2
In training program	408	40	28	92	-	196	52
Completing program	149	20	17	17	-	47	48
Employed after training	101	15	11	NR	-	37	38
Retained on job	35	NR	NR	NR	-	27	8
TRAINING (Classroom Method)							
Total agencies having program	13	2	3	5	0	2	1
In training program	336	256	45	35	-	NR	NR
Completing program	275	241	NR	35	-	NR	NR
Employed after training	169	134	NR	35	-	NR	NR
Retained on job	110	110	NR	NR	-	NR	NR
TRAINING (Basic Education)							
Total agencies having program	18	4	4	7	1	2	0
In program	452	290	108	NR	NR	54	-
Completing program	28	NR	28	NR	NR	NR	-





TABLE 12

SOURCE OF FUNDING FOR THIRTY-THREE AGENCIES CONTACTED HAVING  
PROGRAMS DESIGNED TO HELP DROPOUTS FIND EMPLOYMENT, BY COUNTY

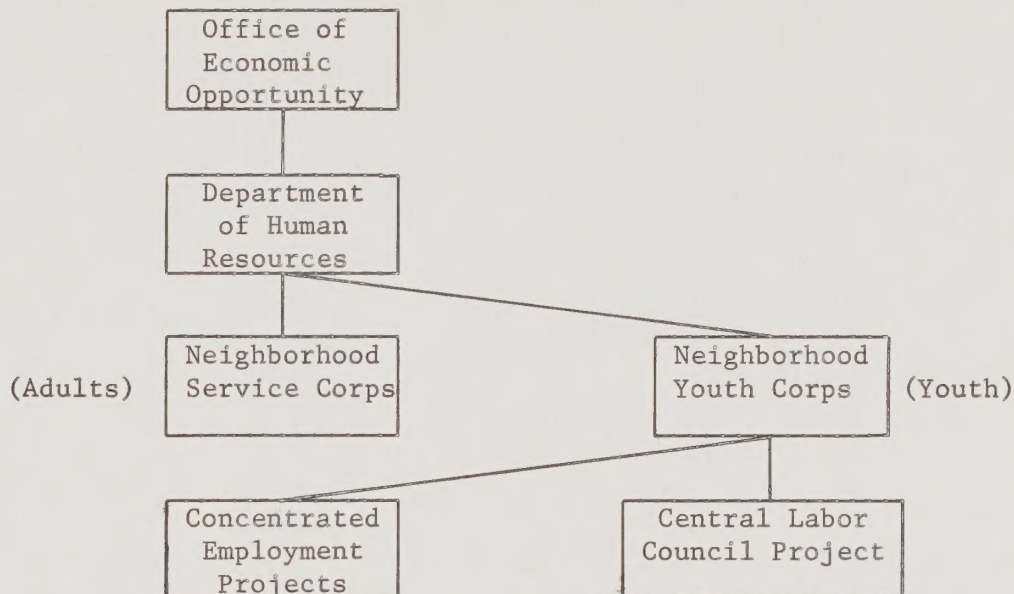
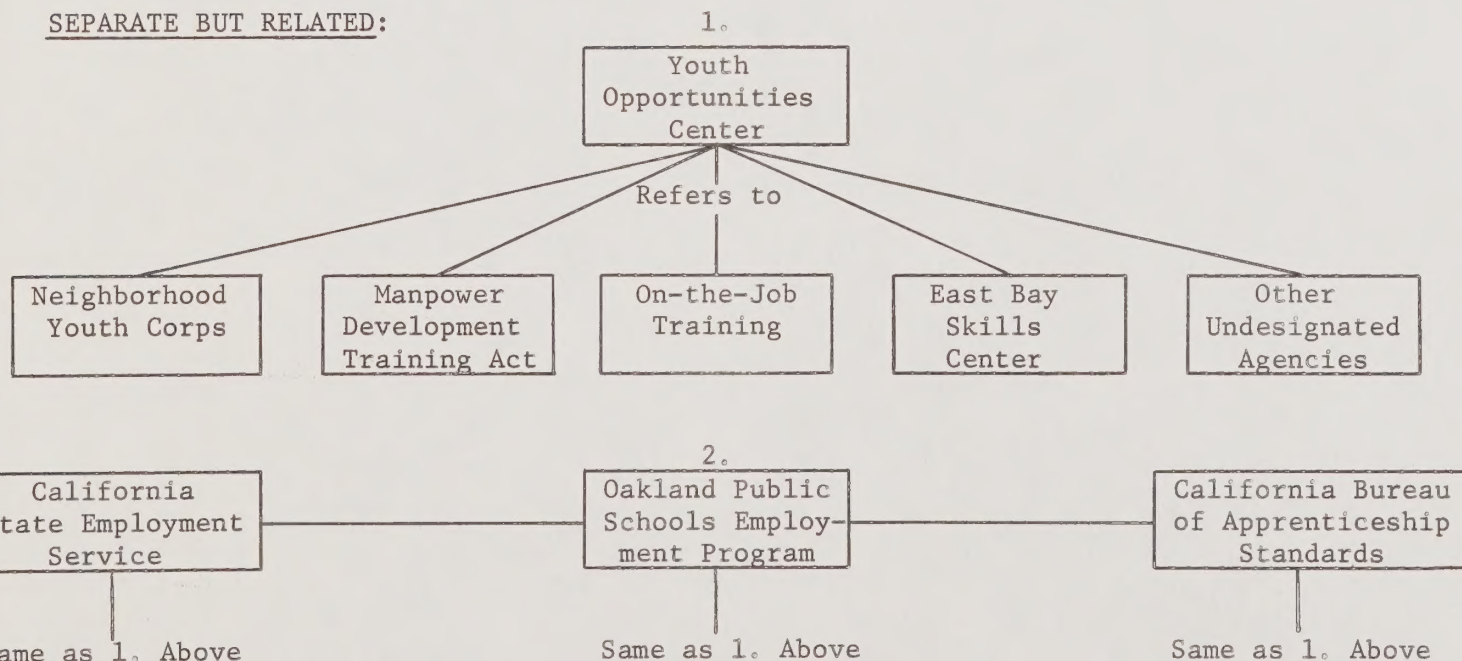
Source of Funding	TOTAL	ALAMEDA	CONTRA COSTA	MARIN	SAN FRANCISCO	SAN MATEO	ALL BAY AREA
Federal	22	1	6	9	4	-	2
State	10	-	1	7	1	-	1
County	9	-	3	5	-	1	-
City	1	-	1	-	-	-	-
Foundation	4	1	-	-	-	1	2
UBAC	2	-	-	-	1	-	1
Other voluntary	1	1	-	-	-	-	-
OEO	3	1	1	-	-	1	-
Other	2	1	-	-	-	1	-

Note: One agency may be funded by two or more sources.



OAKLAND AGENCIES SERVING HARD-CORE YOUTH IN TARGET AREAS NOT ON LIST

SOURCE: Felix Alizalti, Public Information Officer  
Department of Human Resources, Tel. 273-3506

INTERRELATIONSHIPS:SEPARATE BUT RELATED:PROBLEMS:

1. This is a partial listing.
2. A number of these agencies have several subsidiary ranges of involvement.
3. There is confusion as to who has what central statistics since there is overlap and the agencies frequently aren't able to clarify their relationships.





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